

# Facilitators Chat Sheet

September 2008



## **ADOT Partnering Office**

206 South 17th Avenue, Mail Drop 175A

Phoenix, AZ 85007

602-712-7120

<http://www.azdot.gov/ccpartnerships/Partnering>

Workshop Reminders.....	2
Call to Action .....	2
Facilitator Information .....	2
Acronyms.....	3
Education and Events.....	4
Acknowledgements.....	4
Best Practices.....	5
News.....	5/6

## **Workshop Reminders**

The next Transportation Board meeting is on Friday, September 19. The agenda will be posted next week. <http://www.azdot.gov/Highways/cns/index.asp>. Click on link: State Transportation Board Projects: choose Agendas, 2008, from left side menu to view the September construction contracts.

## **Call to Action**

The Partnering Office has been made aware of concerns about stakeholders who are new to the transportation industry and ADOT who do not understand the environment that existed prior to the start of Partnering at ADOT in 1991. The past environment consisted of claims/litigation and controversial relationships. Historically, we have discussed this adversarial environment and the Partnering history during Partnering workshops and presentations. We ask you, as Partnering facilitators, to ensure that you are incorporating the Partnering story in each of the Partnering workshops and presentations that you facilitate. Please be sure to cover the basic facts that support the “why” behind partnering at ADOT with your attendees. This is a vitally important aspect of the workshop. Reinforcing the Partnering processes and philosophy as a time saving, money saving, an innovative business practice is imperative for everyone involved to understand. Of course, please continue to share that one of the most important benefits of Partnering is the development of constructive working relationships and teams. Together we can ensure that our stakeholders do not forget what our industry was like prior to Partnering.

The Partnering story began in 1991; ADOT had 60 claims valued at over \$40 million dollars related to lawsuits and litigation. A staff of in-house claims personnel, ADOT attorneys, the State Engineer, District Engineers, etc. spent a substantial amount of their time preparing for or in court for litigation resolution.

The planning and implementation of Partnering began in March 1991. ADOT and Granite Construction formed the first formal partnership at ADOT. Using the Partnering principals and processes, the successful completion of the \$6.3 million dollar Rose Garden Traffic Interchange project in Phoenix was accomplished.

In the early 1990's, lessons learned taught us to focus on the need for an improved issue resolution process and a means to gather feedback from team members. This need evolved into the formalization of the Partnering Evaluation Program (PEP) in 1997. The PEP gives the team members a tool for feedback to acknowledge areas for improvement and also to recognize successes.

To facilitate the paradigm change at ADOT, Partnering classes were designed and developed in 1998. Education was the focus in the early 2000's, supporting Partnering as the way of doing business in Arizona. The Partnering classes are continually being updated to accommodate all partnerships: construction, internal and public.

Today, most issues are resolved within the Partnering Process and no issues have gone to court since 1996. In fact, a formal claim has not been filed since the year 2003. Over the years, Partnering has saved millions of taxpayer dollars, thousands of man-hours that used to be spent in court, and has created many innovative solutions. The use of formal Partnering has also resulted in extensive collaboration and enhanced relationships between ADOT, the construction industry and other stakeholders.

To help you obtain some additional history information to share with our stakeholders please take a moment to view the **ADOT Partnering Video** located on the Partnering webpage <http://www.azdot.gov/ccpartnerships/partnering>.

**We love the email responses and stories that have been sent into the Partnering office regarding the background of Partnering. Here are a couple of stories that James received.**

From Sherman Tingey, "An understanding of the history and purpose of partnering at ADOT will be of value to you as you continue to partner with the public, consortiums, state and local governments, and with each other. The concept is sound, and the principles are proven. ADOT is a much more productive place as a result of Partnering. Our relationships, statistics and elimination of contentious litigation tell the story."

Just wanted to let you know that your email came at just the right time. The project I partnered in Yuma was the Port of Entry Buildings and we had a lot of contractors and subs who build buildings and had never worked with ADOT before. They enjoyed learning about the history of Partnering and liked the fact that "this is the way ADOT does business." Just thought you would like to know.

Sent by Larry Miller, "As long as I have been facilitating Partnering, I have never been apprised of the exact numbers involved at the advent of partnering - especially numbers like \$40 million in claims and litigation." That's useful information and is a good lead in to partnering success over the last 17 years. I personally use the figures that came out following ADOT's data study after completing the 1,000th partnered project recently. Those 1,000 projects indicated a 7% cost savings, 10% timesavings and zero unresolved claims. I also use these figures when conducting non-ADOT Partnering sessions. It grabs people's attention. I also mention what Don Dorman (retired Flagstaff District Engineer) told me personally. He said before Partnering became the ADOT culture, he was in court once for 65 days giving testimony and ADOT still lost their case. Sixty-five days in court also required considerable time in depositions, etc so the savings in time is only one facet of the benefits of Partnering because we have the misdirection of energy and focus. As someone who did consulting in ADOT prior to Partnering, I like to say: "If Partnering will work so well in ADOT it can work anywhere" because ADOT was the quintessential butt-kicking bureaucratic organization (sorry, it is true) whose attitude towards contractors was reflected in the adage: "You bid, you bought it and you build it." Partnering was a concept whose time had come.

From Zen Benefiel, Thanks for the update. I would have to say that I seem to go overboard as the main complaint from partner-experienced folks is that I spend too much time on the partnering points. Better too much than too little, in my humble opinion. The process needs to be deeply ingrained in the production of deliverables. Thanks for your diligence and perseverance. Have a great day!

## **Facilitator Information**

Coming Soon!

In the near future, the District Construction Org's will begin to coordinate directly with the Partnering Consultants to facilitate the construction workshops. This means that you will be receiving telephone calls from a variety of ADOT employees asking for your availability to facilitate a construction workshop.

**Continue to copy the Partnering Office (Michael Carter) when you submit your Notification of Facilitator Services (NFS) for the creation of your Purchase Order (PO) and your invoice to the Construction Org for payment.** You will be expected to continue to supply the workshop report to the Partnering Office for measurement, monitoring and process improvement. These reports will also be tracked and filed with our office.

To ensure a smooth transition, the Partnering Office will communicate with the District Engineers, Resident Engineers, Office Managers and District Partnering Champions the Partnering Office process for rotating and confirming assignments, creating purchase orders and payment for services rendered.

In the meantime, Michael Carter will continue to coordinate all workshop consultants and related correspondence. Michael can be reached at (602) 712-7167.

Please note: Coordination of the facility or caterer should be addressed with the ORG or meeting planner. (Room size, table set up, food table placement, flipcharts etc.) Any concerns regarding for the meeting or any changes/needs regarding food/facility need to be brought to the attention of the District ORG contact.

## **PEP**

The Partnering Office is always looking for ways to improve processes. We believe measurement and evaluation processes, such as the Partnering Evaluation Program, are paramount to any team or organizations success. However, we want to ensure this process is efficient and does not become a burden to those who participate in the process. We currently have a list of enhancements to the PEP database that we are working diligently to complete, but appreciate any feedback you receive regarding the ease or difficulty experienced with the entire PEP process. We welcome any feedback or experiences you have using PEP personally or that are brought to your attention during the course of facilitating partnerships.

## **Rubberized Asphalt**

It's September! For the Valley that means it's time to lay rubberized asphalt on our highways and airports. The rule of thumb is Labor Day to Halloween is the best temperature window needed in order to put down the rubberized asphalt.

### **Acronyms used in rubberized asphalt**

<b>AAPT</b>	<b>Association of Asphalt Paving Technologies</b>
<b>AI</b>	<b>Asphalt Institute</b>
<b>HMA</b>	<b>Hot Mix Asphalt</b>
<b>MSCR</b>	<b>Multiple-stress creep-recovery</b>
<b>NBTC</b>	<b>National Binder Technician Certification</b>
<b>MSDS</b>	<b>Material Safety Data Sheet</b>
<b>RAP</b>	<b>Reduce Asphalt Pavement</b>
<b>PPE</b>	<b>Personal Protective Equipment</b>
<b>PMA</b>	<b>Polymer Modified Asphalts</b>

### **Education and Events**

**Partnering Classes at HRDC - 1130 N. 22<sup>nd</sup> Ave, Phx. AZ 85009.**

Contact Michelle Fink at 602-712- 8224 for more information and to reserve your seat for classes.

**Leaders Guide to Issue Resolution** class will be on **September 18** from 8:00 - 4:30 at HRDC.

**Conducting a Partnering Workshop** class is **September 24 & 25** from 8:00 - 4:30 at HRDC.

**Introduction to Partnering** class will be **October 1** from 8:00- 12:00 at the Flagstaff Training Center.

**Next Facilitator Training Classes** offered by ADOT at HRDC for ADOT facilitators and champions:

- Role of the Facilitator – September 16, 17 and 18, 2008
- Skills of a Facilitator – October 6 through 10, 2008 from 8:00 AM - 5:00 PM

Contact Judy Barrette: [jbarrette@azdot.gov](mailto:jbarrette@azdot.gov) or call 602-712-4262, RSVP soon, limited seating

**Next APFN** meeting is **November 5, 2008**, at 10:00 – 2:00 at HRDC Palo Verde Room

### **Introduction to Partnering E-Learning Class**

CCP employees are currently taking the e-learning Introduction to Partnering class and the feedback has been very positive. The context of the materials and flow of the quiz questions is the final hurdle before going to the Partnering Advisory Committee for review in September.

## **Annual Partnering Excellence Awards**

The panel judges are reviewing the third Annual Arizona Transportation Partnering Excellence Award submissions. Eleven submissions were received by August 29 for the prestigious award for categories in construction; Roadway; Other Transportation Infrastructure, Non-Construction: Development/Design and General Partnerships, which will be awarded at the **December 3, 2008** Annual Partnering Event. Each of the winning teams will have 10 – 15 minutes to present their project at the Annual Partnering Event at the Glendale Civic Center. The awards are sponsored by ADOT, AGC and ACEC.

## **Acknowledgements**

The Partnering Office CONGRATULATES Floyd Roehrich's for his promotion to the ADOT State Engineer.

## **Best Practices**

A free East Valley Newsletter developed through CCP, is available electronically at this link: [EastValleyFreewaysInfo@CommentSense.org](mailto:EastValleyFreewaysInfo@CommentSense.org) Subscription directions are at the bottom of the newsletter.

## **ADOT in the News    One-Year Federal Funding Fix Rescues Arizona Projects**

**PHOENIX** – With the federal transportation-funding crisis apparently resolved for this year, the Arizona Department of Transportation (ADOT) will advance six federal aid highway projects across the state that had been placed on hold.

Governor Janet Napolitano and ADOT officials, however, warn that the lack of a long-term solution for federal transportation funding threatens the future of travel and safety improvements in Arizona and throughout the nation.

President Bush September 15 signed the \$8 billion one-year fix of the federal Highway Trust Fund. Governor Napolitano says Arizonans should know that the move is only a temporary repair of a broken funding system.

"Without adequate funding, Arizona cannot move forward with improvements that local communities and citizens have told us they support," Governor Napolitano said. "We need leadership from Washington to provide the states with critical funding for projects that cut congestion, help drive our economy and make travel safer."

The U.S. Department of Transportation last week announced the Highway Trust Fund would be out of money by the end of the month. ADOT Director Victor Mendez said without a reliable funding source, ADOT would have placed a hold on new projects scheduled to use federal funding to pay for construction, refusing to carry federal debt based on IOUs.

"The one-year fix has been approved, so we're going to move forward with federally funded projects," said Mendez, past president of the American Association of State Highway and Transportation Officials. "This crisis didn't happen overnight. Congress and federal leaders need to be more innovative and work on diverse solutions to pay for improvements that are vital to our transportation system and quality of life."

In 2007, Arizona received approximately \$650 million in federal aid for highways, local roads, bridges and public transit. For every dollar that motor vehicle travelers spend in Arizona on federal gas taxes, the state gets back about 92 cents.

## News – Continued

The six federally funded highway projects that had been on hold have an economic impact of more than \$150 million. Plans call for the projects, listed below, to start construction within the next six months.

- US 93 widening near Hoover Dam: \$107 million
- State Route 85 widening north of Gila Bend: \$23.9 million
- US 60 widening between Globe and Superior: \$9.2 million
- I-17 McGuireville interchange north of Camp Verde: \$8.9 million
- US 60 widening near Wickenburg: \$5.6 million
- I-10/I-19 interchange landscaping near Tucson: \$4 million

**Thank you** for your continued commitment to and support of the Partnering Principles and to our stakeholders. Partnering Consultant/Facilitators and Champions – Your feedback is important to us. We want to hear your comments! *Feedback related to the Chat Sheet can be emailed to [mfink@azdot.gov](mailto:mfink@azdot.gov)*

## Partnering –The way ADOT does business

